



Mission

The mission of the Nonprofit Center is to connect, strengthen, and advocate for nonprofits to create a more vibrant Northeast Florida.

Goals

1. Provide the best tools and resources to sustain high-functioning nonprofit member organizations.
2. Increase the number of members by 20% by the end of FY2017.¹
3. Be a trusted advisor and advocate for the nonprofit sector in northeast Florida.
4. Build the NPC's organizational infrastructure to enable fulfillment of its mission.

Goal 1: Provide the best tools and resources to sustain high-functioning nonprofit member organizations.

Metrics for Goal 1:

- By the end of FY2019, NPC will have a (staff) presence in at least 2 counties other than Duval County.
- Increase the number of people accessing NPC training, seminars and information resources by 30% by the end of FY2017.²
- 25% of those accessing NPC training, seminars and information resources will be nonprofit board members by the end of FY2017.³
- 10% of nonprofit organization members will utilize NPC's board bank to find board members by the end of FY2017.⁴
- Offer at least one training/convening session in five of the counties that NPC serves annually by the end of FY2017.⁵

¹ As of February 28, 2014, the NPC has 244 members.

² For FY2013, 1,554 people accessed NPC training and seminars.

³ A baseline number will need to be established during FY2015 in order to tabulate the increase by the end of FY2017.

⁴ For FY2013, 5% of NPC's member organizations (14) utilized the board bank.

⁵ For FY2013, one training/convening session was offered outside of Duval County.

- Survey of member organizations occurs every other year to assess member satisfaction, measure the attitude of nonprofit CEOs toward NPC, and provide feedback on specific programs, with the first survey conducted in FY2016.
- Survey of member and non-member nonprofits occurs every five years, with the first survey during FY2015, in conjunction with a localized compensation survey.

Strategies for Goal 1:

- 1.1. Expand and deepen the NPC's geographic reach in the area of capacity building for nonprofits.
- 1.2. Provide training sessions, seminars, and information that meet the needs of nonprofit board members and staff.
- 1.3. Promote nonprofit board service throughout the region.
- 1.4. Continue to support nonprofit chief executives through peer networking.
- 1.5. Continue the community coaches program, and evaluate its effectiveness and impact at the end of each year.
- 1.6. NPC will provide consulting services to nonprofits. (See Goal 4.)
- 1.7. Continue the job placement service, with at least 10% of members utilizing the service each year

Goal 2: Increase the number of NPC members by 20% by the end of FY2017⁶.

Metrics for Goal 2:

- New nonprofit members will increase by 5% per year.⁷
- Nonprofit membership from counties outside Duval County will increase to 20% (of overall membership) by the end of FY2017.⁸
- Partner (for-profit & individual) membership will increase by 50% by the end of FY2017.⁹
- Continue to retain nonprofit members at a rate of at least 80% per year.¹⁰
- Continue to retain partner members at a rate of at least 66% per year.¹¹

Strategies for Goal 2:

- 2.1. Research the available nonprofit membership market and determine a segmentation strategy for small, medium and large nonprofits throughout the region, along with a strategy for industry sub-sectors. Complete this work by March 1, 2015.

⁶ This would be 53 new nonprofit organization members by the end of FY2017. FY2014 = 244 members; End of FY2017 = 297 members.

⁷ As of February 28, 2014, there are 244 nonprofit organization members. A 5% annual increase would mean 256 members by the end of FY2014; 269 by the end of FY2015; 283 by the end of FY2016; and 297 members by the end of FY2017.

⁸ As of April 1, 2014, there are 22 nonprofit organization members (9% of total membership) from outside Duval County. An increase to 20% by the end of FY2017 would be 60 members from outside Duval County.

⁹ As of February 28, 2014, there were 48 partner (for-profit or individual) members. A 50% annual increase would mean 24 new partner members by the end of FY2017, for a total of 72.

¹⁰ At the end of FY2013, the member retention rate for nonprofit organization members was 88%.

¹¹ At the end of FY2013, the partner member retention rate was 67%.

- 2.2. Research the available “associate membership” market for for-profit companies and businesses, and determine a segmentation strategy for small, medium and large for-profit entities to be members. Include those who consult with nonprofits and/or offer professional services to nonprofit organizations in this category. Complete this work by October 1, 2015.

Goal 3: Continue to be a trusted advisor and advocate for the nonprofit sector in northeast Florida.

Metrics for Goal 3:

- 75% of member nonprofit CEOs in the five-county region believe the Nonprofit Center is the primary advocate for issues that impact the sector.
- 90% of member nonprofit CEOs in the five-county region rate the Nonprofit Center highly in the membership survey.¹²
- 15% increased in earned media placements in the five county region by FY2017, with FY2014 as the baseline year.
- Provide advice/counsel to at least four nonprofit boards in the area of public policy and advocacy by the end of FY2017.
- Provide training to at least two governmental boards by the end of FY2017.

Strategies for Goal 3:

- 3.1. Serve as a primary advocate on statewide and regional matters that impact the nonprofit sector and the people served by the sector.
- 3.2. Raise awareness about the NPC and its work throughout the region.
- 3.3. Promote the importance of coalition-building, collaboration and partnership among nonprofits and between the nonprofit, for-profit and governmental sectors.
- 3.4. Host an annual, one-day nonprofit summit in March of each year that highlights the work of the nonprofit sector and emerging trends. The Collaboration Awards (see 3.3.) will be given during the closing reception of the summit.
- 3.5. NPC will produce research-based reports and white papers on the sector to inform the community. At least one research report will be released every other year. (See 3.4.)
- 3.6. Support the sector-wide Local Focus. Lasting Impact.™ (LFLI) brand campaign in Northeast Florida.

¹² The member survey is a metric for goal 1. The rankings need to be determined, as well as defining the “highly rated” category.

Goal 4: Build the NPC's organizational infrastructure to enable fulfillment of its mission.

Metrics for Goal 4:

- An in-house consulting unit will be in place and generating fees by January 1, 2017.
- Philanthropic revenue of \$222,000 will be acquired annually by the end of FY2017.¹³
- Membership dues revenue will increase annually by at least 10%.¹⁴
- Increase foundation funding by 5% annually.¹⁵
- Increase the NPC's endowment through special gifts, budget allocation, and inclusion in the capital campaign's goal.¹⁶

Strategies for Goal 4:

- 4.1. NPC's board will continue to provide community leadership on behalf of the organization and will operate within the framework of nonprofit industry best practices.
- 4.2. The NPC Advisory Council will be comprised of community leaders, past board members, funders, elected officials, and others (from the entire region) who act as ambassadors for the NPC. Advisory Council members will be recruited by December 31, 2015.
- 4.3. NPC staffing will keep pace with NPC's implementation of the strategic plan.
- 4.4. Investments in technology will keep pace with organizational needs.
- 4.5. Develop an in-house, fee-generating consulting operation by January 1, 2017.¹⁷
- 4.6. Acquire the financial resources needed to implement the organization's strategic and operational plans.
- 4.7. Concentrate NPC's programs and services in the new DuPont Center, and manage the programming for the DuPont Center. NPC will move to the DuPont Center by June 30, 2015.
- 4.8. Continue to build long-term financial sustainability for the Nonprofit Center by increasing the organization's operating reserve by 1-2% per year.

¹³ FY2013 philanthropic revenue was \$191,500: \$57,500 in unrestricted grants and \$134,000 in restricted grants.

¹⁴ FY2013 membership dues revenue was \$231,500: \$100,800 from nonprofit members; \$115,000 from foundation members; and \$15,750 from for-profit business/individual members. A 10% annual increase will result in \$306,500 in dues revenue by the end of FY2017.

¹⁵ FY2013 foundation funding was \$191,500. A 5% annual increase is \$201,075 by the end of FY2015; \$211,128 by the end of FY2016; and \$221,684 by the end of FY2017.

¹⁶ As of FY2013, the endowment is \$533,000.

¹⁷ During FY2013, fee revenue was \$30,000.

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